

# CERTIFICATE IN INTERNATIONAL CASH MANAGEMENT

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SYLLABUS

**ACT**

TREASURY  
EXCELLENCE  
AS STANDARD

**BUILDING FUTURES**

# INTRODUCTION

## SUMMARY

The Certificate in International Cash Management (CertICM) qualification is suitable for bankers and treasury staff who are seeking an understanding of the tools and techniques that facilitate the practical application of international cash management in a corporate environment.

It has an intended duration of six to twelve months and can be completed alongside full-time employment. The mode of study is online, supplemented with recorded webinars, progress tests and other tools. You will be a Student member of the ACT while studying and once qualified, eligible to become an Affiliate member and use the designatory letters, CertICM.

## BACKGROUND

The Certificate in International Cash Management (CertICM) will provide students with an understanding of international cash management, its importance and the factors that influence how it is managed. It will develop knowledge in a wide range of tools, techniques, products and services of relevance to the practical application of international cash management. It explores methods to support the effective identification and management of cash. Similarly, it explores tools and techniques to support payables and receivables management. Crucially students will examine different techniques for optimising short-term borrowing and investing positions.

Students will explore risk management in the context of international cash management, including risk identification and techniques for managing risk. Students will examine a range of governance, compliance, cultural and ethical considerations as well as considering the implications of accounting, tax and regulation. Finally, future developments of relevance to international cash management will be examined, including the impact of emerging technologies and the changing landscape for international businesses.

Overall, the qualification goes beyond just a general introduction to international cash management. It provides a detailed review of the importance of international cash management and of the key products, services, tools and techniques used both to minimise risk and maximise value for the organisation.

## QUALIFICATION STRUCTURE

Unit	Progress tests	Summative assessment
1. The ICM context and the role of banks	Yes	Yes - one exam covering all units (120 minutes)
2. Managing liquidity - visibility and availability	Yes	
3. ICM tools and techniques	Yes	
4. Risk management, Governance and Ethics in ICM	Yes	
5. The impact of accounting, tax and regulation	Yes	
6. Developments in ICM	Yes	

## TEACHING AND LEARNING

Students will undertake self-directed study via an online platform with PDF, ePUB and MOBI versions of the materials. With the support of ACT technical tutors, a discussion forum for queries and debate which the tutors initiate, respond to and moderate, the students will experience an active and supportive learning experience. Students will have access to the online platform for 18 months from the date booked on the qualification (learning license).

Over the duration of the qualification additional resources will be added to the online learning platform in the form of webinars, podcasts, links to relevant news and updates, and wider reading.

## ASSESSMENT AND FEEDBACK

**The CertICM will be assessed through the following method:**

- one online exam, remotely invigilated, which will assess all six units. The exam is comprised of three sections: Sections A and B are multiple choice questions (MCQ) and Section C consists of long answer questions based on mini case studies. The exam is two hours in duration
- students will be able to opt into the exam when they feel ready, in the exam windows available, however they will need to complete the assessment within the timeframe of their learning license
- you will be provided with information and instructions on the assessment at the time of booking with the ACT. However, you will be able to take practice assessments as part of your learning programme to assist in your preparation and familiarise yourself with the types of assessment questions you can expect
- upon successful completion of the exam, you will receive an eCertificate, confirming your final result, within five to six weeks. You may then use the designatory letters, CertICM, provided you are a fully-paid member of the ACT
- post-assessment support is available for this exam, which includes a post-assessment feedback report for the exam (additional fees will be payable). If you have failed the exam, you will be able to resit the exam in the next available window, within your license period.

## ENTRY REQUIREMENTS

The entry requirements for the CertICM are any one of the following:

- successful completion of the AwardICM
- successful completion of the AwardCMF
- direct entry route, based on prior work experience in a cash management role
- qualified accountant
- if you have qualified with an ACT accredited university.

More information on the entry routes for the CertICM can be found at:

<https://academy.treasurers.org/qualifications/certificate-international-cash-management>

## GLOSSARY OF QUALIFICATION TERMS

To assist you in your understanding of the qualifications, the ACT has defined the following terms:

<b>Certificate</b>	For the purpose of this qualification, upon passing your assessment, you will be awarded the Certificate in International Cash Management. The certificate is therefore the outcome of your studies and assessment and represents your achievement.
<b>Unit</b>	A unit represents a segment of learning within the Certificate in International Cash Management. Each individual unit has a number of learning outcomes and supporting indicative content.
<b>Overarching learning outcomes</b>	The learning outcomes within a unit lay down the expectations of the learner and define the level of knowledge and understanding required in order to be fully prepared to take the ACT assessment.
<b>Learning outcomes (LOs)</b>	These appear within each of the sections in the units and act as the basis to determine knowledge and understanding which shape your learning and assessment. Within each LO, we have included assessment criteria which will help guide you to what will be expected within the assessment.
<b>Indicative content</b>	The indicative content is an indication of the knowledge required in order to fulfil the assessment requirements and achieve the learning outcomes and it details the level of technical content of the programme.

# UNIT 1: THE INTERNATIONAL CASH MANAGEMENT (ICM) CONTEXT AND THE ROLE OF BANKS

## INTRODUCTION

This unit provides a detailed overview of the importance and contribution of effective international cash management to organisations. It also explores the impact of both internal and external factors on international cash management planning and activities.

The unit then moves on to examine the role and contribution of a range of third-party organisations which provide products and services to support international cash management. These third parties include both bank and non-bank organisations. There is also discussion on how the landscape is changing in respect of these third-party organisations. The unit includes a detailed review of the main products and services available from these organisations, such as pricing and documentation. Understanding the range of products and services available and their application is crucial to the implementation of effective international cash management solutions.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L01**

Analyse the importance and contribution of effective international cash management.

**L02**

Analyse the impact of the organisation's internal and external environments on international cash management planning and activities.

**L03**

Evaluate how banks and other organisations can facilitate international cash management.

**L04**

Evaluate the main international cash management products and services available.

# UNIT ONE – INDICATIVE CONTENT

## 1. The relevance of international cash management

### L01

Analyse the importance and contribution of effective international cash management:

- the types of businesses to which ICM is relevant
- the aims of effective ICM
- the contribution of ICM to the business.

### L02

Analyse the impact of the organisation's internal and external environments on international cash management planning and activities:

- internal drivers and priorities
- external drivers and priorities
- ESG considerations and their impact on ICM
- business and other trends impacting ICM planning and activities.

## 2. The role of banks and other non-bank financial organisations

### L03

Evaluate how banks and other organisations can facilitate international cash management:

- changing landscape of supplier organisations
- the role of banks
- correspondent banking.

### L04

Evaluate the main international cash management products and services available:

- accounts (currency and domestic)
- products and services
- bank charging approaches
- documentation and covenants.

# UNIT 2: MANAGING LIQUIDITY – VISIBILITY AND AVAILABILITY

## INTRODUCTION

This unit focuses on cash, both in terms of visibility and availability. It examines a range of different tools and techniques used to identify cash to improve its visibility, then moving on to explore different techniques in cashflow forecasting, including technological advances in this area.

The unit then considers the concept of availability of cash, including techniques in calculating and forecasting available balances. Techniques in creating optimal structures are also explored. Both achieving visibility and availability of cash are crucial elements of effective international cash management.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L05**

Evaluate different tools and techniques to identify and monitor cash.

**L06**

Evaluate the use of, and approaches to, cashflow forecasting.

**L07**

Evaluate advances in cashflow forecasting techniques.

**L08**

Evaluate the importance of, and different, tools and techniques to improve availability.

## UNIT TWO – INDICATIVE CONTENT

### 1. International cash management techniques – Visibility

#### L05

Evaluate different tools and techniques to identify and monitor cash:

- objectives of achieving visibility
- tools and techniques to achieve greater visibility
- on- and off-balance sheet cash visibility.

#### L06

Evaluate the use of, and approaches, to cashflow forecasting:

- calculating requirements
- cashflow forecasting techniques.

#### L07

Evaluate advances in cashflow forecasting techniques:

- cashflow forecasting advances
- the use of AI in future cashflow forecasting.

### 2. International cash management techniques – Availability

#### L08

Evaluate the importance of, and different, tools and techniques to improve availability:

- the concept of availability
- managing trapped cash
- cash mountains and how they can be managed effectively
- approaches to dealing with different interest rate scenarios and curves.



# UNIT 3: INTERNATIONAL CASH MANAGEMENT TOOLS AND TECHNIQUES

## INTRODUCTION

This unit focuses on the application of a range of practical international cash management tools and techniques. It examines the importance of payables and receivables management, as well as exploring the main methods of making and receiving payments and their implications.

The unit then goes on to explore techniques used in both short-term borrowing and investing. Different methods and instruments for each are discussed and their relative characteristics examined. The importance of cash pooling is also explored, including different techniques and the implications of their application.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L09**

Evaluate the main characteristics of payments and receivables systems infrastructure, both external and internal.

**L010**

Evaluate tools for managing international trade in ICM.

**L011**

Determine the cost of short-term borrowing.

**L012**

Determine the return on short-term investments.

**L013**

Describe the characteristics of different cash pooling techniques and analyse how they may be used to generate liquidity from internal resources.

## UNIT THREE – INDICATIVE CONTENT

### 1. Managing payables and receivables in international cash management

#### L09

Evaluate the main characteristics of payments and receivables systems infrastructure, both external and internal:

- card and paper-based payment methods
- SWIFT
- intercompany netting.

#### L010

Evaluate tools for managing international trade in ICM:

- international payments and collections
- foreign currency accounts
- letters of credit and trade finance.

### 2. Understanding short-term borrowing and investing and cash pooling solutions

#### L011

Determine the cost of short-term borrowing:

- short-term borrowing objectives
- short-term borrowing methods and instruments
- determine the cost of borrowing.

#### L012

Determine the return on short-term investments:

- short-term investing objectives
- short-term investing methods and instruments.

#### L013

Describe the characteristics of different cash pooling techniques and analyse how they may be used to generate liquidity from internal resources:

- cash pooling
- notional pooling
- cash concentration
- sweeping
- global capital requirements.

# UNIT 4: RISK MANAGEMENT, GOVERNANCE AND ETHICS IN INTERNATIONAL CASH MANAGEMENT

## INTRODUCTION

The focus of this unit is on the important area of risk management. It considers a range of specific risks that might be encountered in international cash management. In addition, it evaluates different techniques and approaches that can be used to deal with risks that arise.

The emphasis then turns to governance, compliance, cultural and ethical issues and their impact on international cash management. Specifically, the focus is on exploring different approaches to measuring and managing performance. A range of reporting, monitoring and control techniques are also examined. Finally, there is discussion on the key ethical considerations and influences on international cash management decisions.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L014**

Identify risks relating to international cash management.

**L015**

Ability to discuss approaches to measuring and monitoring performance.

**L016**

Ability to discuss different reporting frameworks and control techniques.

**L017**

Ability to discuss the main ethical considerations and influences on the treasurer and international cash manager

## UNIT FOUR – INDICATIVE CONTENT

### 1. Risk management tools and techniques

#### L014

Identify risks relating to international cash management:

- The use of technology in treasury
- ICM project implementation risk
- Selection of banking and system partners
- Black swan events – managing in times of crisis
- Geo-political risks – mitigating actions
- Enterprise risk management – investments, acquisitions and disposals

#### L015

Discuss approaches to measuring and monitoring performance:

- key goals
- performance management techniques
- the cost of borrowing
- key performance indicators.

#### L016

Discuss different reporting, monitoring and control techniques:

- the role and importance of governance
- the impact of culture on governance on ICM decisions and activities
- governance and cultural frameworks.

#### L017

Discuss the main ethical considerations and influences:

- ethical drivers and their impact
- ethical codes.

# UNIT 5 – THE IMPACT OF ACCOUNTING, TAX AND REGULATION

## INTRODUCTION

This unit concentrates on issues for international cash management decisions, activities and planning in relation to accounting, tax and regulation. It considers all relevant accounting practices and conventions in relation to the practical application of international cash management tools and techniques. Similarly, we then move on to ensuring effective international cash management decisions take account of any potential tax implications for the organisation and finally we discuss and look into relevant regulation and legislation and the impact of these on decisions relating to international cash management.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L018**

Discuss accounting implications for ICM and recommend where specialist accounting advice is required.

**L019**

Discuss tax implications for ICM and recommend where specialist tax advice is required.

**L020**

Discuss the impact of regulation and legislation of ICM.

# UNIT FIVE – INDICATIVE CONTENT

## 1. The impact of accounting and tax

### L018

Accounting considerations and implications for ICM:

- discuss accounting considerations and implications for ICM
- accounting implications.

### L019

Tax considerations and implications for ICM

- discuss tax considerations and implications for ICM
- tax implications.

## 2. The impact of regulation and legislation

### L020

The impact of regulation and legislation:

- data protection
- global initiatives
- regional initiatives
- anti-money laundering.

# UNIT 6 – DEVELOPMENTS IN ICM

## INTRODUCTION

This final unit focuses on key developments in international cash management. It is important to understand that organisations do not exist in a vacuum; the world in which business is transacted continues to change and organisations must adapt to survive. In particular, the unit focuses on changing technologies and their impact on international cash management both in terms of systems used internally and broader market developments.

Consideration is then given to new and emerging trends that will impact international cash management. Such trends are emerging on a local, regional and global scale and may be driven by technology or other factors. This element of the syllabus will be evolving continually and so wider reading to maintain awareness of emerging topics is highly recommended. The content suggested below is very much indicative and will evolve over time as new developments arise.

## OVERARCHING LEARNING OUTCOMES

**At the end of this unit you should be able to:**

**L021**

Evaluate how technology is being applied to ICM.

**L022**

Evaluate how technology is driving efficiencies in ICM.

**L023**

Discuss trends, practices and the impact of these on ICM.

# UNIT SIX – INDICATIVE CONTENT

## 1. Technology infrastructure and application

### L021

Evaluate how technology is being applied to ICM:

- drives efficiency in cash management
- treasury management systems
- considerations when implementing technology.

### L022

Evaluate how technology is driving efficiencies in ICM:

- fintechs
- artificial intelligence
- blockchain and cryptocurrencies
- Big Data
- digital ethics.

## 2. Looking beyond the present in international cash management

### L023

Discuss trends and practices, and their impact on ICM:

- global, regional and local trends
- future of money
- 24/7 availability.



ACT

Competency  
Framework

GLOBAL TREASURY  
STANDARDS

## ACT COMPETENCY FRAMEWORK

The result of consultation with senior treasurers, banks and learning and development teams, the framework defines the competencies treasurers need to operate successfully in global business today. The skills a treasurer needs over their career varies according to seniority. The competencies have been benchmarked and mapped to four job levels: tactical, operational, managerial and strategic.

**The content of this syllabus introduces the skills required to operate at an operational level.**



Strategic Level

Managerial Level

**Operational Level**

Tactical Level

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